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ABSTRACT

This report reviews the activities of the Association of Universities and Colleges of Canada (AUCC) during 1994, focusing on public policy and advocacy, member services, contract management, and community service. It discusses the role of AUCC in testifying before House of Commons committees and government ministries on areas related to social and educational policy, student financial assistance, academic mobility, research infrastructure, the 1995 federal budget, science and technology policy review, foreign policy review, federal program review, and copyright reform. It reports on the two general membership meetings held in 1994, the AUCC's journal "University Affairs," faculty bargaining services, and other membership services. The report also discusses the AUCC's management of scholarships and awards, international cooperative agreements, and international scholarships. It then reviews the community service activities of the organization, including the production and distribution of guides to Canadian universities and the development of workshops on electronic communication and information technology. A list of AUCC directors, committees, and advisory groups is included. (MDM)

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Association of Universities and Colleges of Canada

Association des Universités et Collèges du Canada

1994
A TURBULENT YEAR

AUCC ACTIVITIES

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AUCC: speaking for Canada's universities

AUCC represents Canadian universities, at home and abroad. Our mandate is to foster and promote the interests of higher education.

We believe strong universities are vital to Canada's prosperity and well-being. Our universities are major forces for renewal and innovation in society.

Universities touch the lives of all Canadians. They are our stake in the future: developing and transferring new knowledge through research, teaching and other scholarly activities as well as through community leadership and international cooperation.

AUCC is a not-for-profit, non-governmental association established in 1911. Our membership is made up of universities from every province. AUCC members fund our core activities – government relations, research, information services and international cooperation – and are represented within the membership and on the association's governing bodies by their presidents.

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Association des Universités et Collèges du Canada

For Canadian universities, it was more crucial than ever before to have a strong and effective presence in Ottawa in 1994 – a pivotal year when the federal government was poised to make deep spending cuts and contemplating drastic policy changes with far reaching implications for higher education.

Intense consultation was the order of the day, with three major federal reviews on social policy, science and technology and foreign policy running simultaneously. The Association of Universities and Colleges of Canada participated vigorously in all three reviews, promoting the university agenda to ensure a policy environment as favorable as possible to the university community.

AUCC's role as an advocacy organization complements and overlaps the association's work in the areas of member service, contract management and community service. In the following pages, we summarize our activities on behalf of members during 1994 under those four headings.

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PUBLIC POLICY ADVOCACY: PROMOTING THE UNIVERSITY AGENDA

SOCIAL POLICY REVIEW

With its profound implications for university financing, the social policy review dominated our advocacy agenda in 1994. AUCC's decision to advance constructive alternatives for future federal support of postsecondary education and research rather than arguing for the status quo positioned the association as a major player commanding the attention of politicians, the press and the public. Our contributions effectively broadened the scope of debate and garnered considerable interest and support, both inside and outside government.

AUCC's first formal intervention came in early March when we appeared before the House of Commons Human Resources Development committee in the first round of hearings. Our presentation called on the government to seriously consider an income-contingent repayment (ICR) student loan program - whereby students repay loans according to their incomes. The concept had been authorized by the board of directors at its December 1993 meeting. We also warned the government that the social security review should not become an excuse for federal withdrawal from areas where federal contributions remain vitally important.

The opportunity to submit a broad proposal to the government arose on March 8 during our spring membership meeting in Ottawa when the Minister of Human Resources Development - a keynote speaker at the gathering - challenged the universities to give him their best advice on future social policy.

Overnight, our spring meeting became a forum for generating and formulating ideas, which we faxed to Mr Axworthy March 10. Our response contained three key proposals: enhanced financial assistance for students, better support for university research through payment of indirect costs, and a program for international student mobility. It also stressed the need for the federal government to provide funds to ensure that provinces can support reasonably equal university educational infrastructures. On March 11, Mr Axworthy met with an AUCC delegation to discuss our proposals in person.

We followed up with intense advocacy efforts with HRD officials and with members of both the HRD committee and the ministerial task force on social policy reform - and mobilized various university heads to marshal support for the AUCC proposals.

There were favorable indications during the summer that these efforts were paying off. A "draft for discussion" circulating widely in Ottawa included two key elements of our plan, while the third element was reportedly under active consideration within the bureaucracy.

After many delays the government green paper *Improving Social Security in Canada* was fortuitously released during our October membership meeting in Montreal, providing a timely opportunity for member input into the development of our response.

AUCC's response was based in part on the concern that the government's green paper proposal to end Established Programs Financing cash transfers to the provinces and to replace them only with direct loans to students could severely damage the university system. In our view, that approach could lead to a doubling of tuition fees and would significantly undermine support for the infrastructure serving university research - from library personnel and laboratory technicians to electron microscopes and central computing facilities. It could also undermine provinces' ability to support high quality postsecondary institutions in all regions of Canada.

The resolutions approved at that meeting guided our interventions in the final months of the year and underpinned the development of what came to be known as the "AUCC alternative."

We presented that alternative in an appearance before the HRD committee November 1. We deplored the shock treatment implied by a minimum 75 per cent cut in cash transfers and instead advanced a balanced compromise involving ICR student assistance, support for research infrastructure, and transfers for equalization purposes.

Our "creative compromises," as the *Globe and Mail's* Jeffrey Simpson called them, contributed substantively to the debate and captured the government's attention, as indicated by Mr Axworthy's comments to the media

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"Having attended three days of hearings and plowed through summaries of hearings in Western Canada, it's clear the vast majority of interest groups testified, as you might expect, in their own interest. They invariably put forward utterly predictable thoughts. Almost none of them (the Association of Universities and Colleges of Canada being a notable exception) suggested creative compromises."

- article by Jeffrey Simpson, *The Globe and Mail*, Dec. 14, 1994, on social reform parliamentary hearings.

on November 16 in which he referred to the AUCC proposal as "worth serious consideration."

Adding momentum to the debate was an opinion piece by our vice-president of external relations in the *Ottawa Citizen* December 12, raising a warning flag that the green paper was making fundamental changes without serious public consideration of the potential long-term consequences. Also adding to the debate was a document, released by AUCC, which sought to clarify seemingly contradictory "facts" emanating from the federal government on one hand and AUCC on the other, concerning key data and statistics.

As the year drew to a close, we continued our representations to Mr Axworthy's office and his departmental officials. Our ideas also received a full hearing from the Prime Minister's chief of staff and director of policy and research. AUCC members across the country wrote to the government to declare their support. However, there was no indication whether our alternative would be accorded the serious consideration referred to by Mr Axworthy. In fact, all signs pointed to the likelihood that the government's plans for social policy reform would be overtaken by the 1995 federal budget and an emphasis on deficit reduction.

As developments during the year unfolded, member support for the AUCC alternative was strong and widespread. Nonetheless, one of the proposal's strengths was that it allowed members, while supporting its key thrusts, to express reservations about or expand on certain aspects of the alternative with respect to its potential impact on their own institutions or regions. In addition, Quebec universities found they could not fully endorse the alternative, since they regard EPF as simply one element of the fiscal arrangements between the federal and provincial governments best resolved government to government.

The debate that occurred within the membership and the ongoing consensus building and negotiating that surrounded the development and advocacy of the alternative were testament to the strength and resilience of the association and a reflection of the challenges facing all broadly-based national groups.

STUDENT ASSISTANCE

While the overall question of financing university studies was being addressed in the social policy review, the government announced changes to the Canada Student Loans Plan as part of its April 15 youth employment and learning strategy, and proceeded to introduce Bill C-28 in May.

The new Student Financial Assistance Act proclaimed July 6 was a victory for AUCC in that it provided for ICR pilot projects. AUCC's proposal for an integrated student assistance program, including both needs-based and non-needs tested ICR loans, received serious federal government consideration and was profiled in the technical supplement to the Axworthy green paper.

We first raised the concept of ICR with the present government in December 1993, when we met with the newly appointed Minister of Human Resources Development. We pressed Mr Axworthy to raise weekly loan limits, consider an ICR scheme, and refrain from entering long-term arrangements with the banks that would rule out any immediate possibility of instituting an ICR plan.

In our March 10 letter to Mr Axworthy and subsequent meeting, we presented a more fleshed-out ICR proposal. The minister's interest in this concept was evident in his April 15 package, which promised to include a provision in new CSLP legislation for testing ICR loans "for education and training through the development of pilot projects with the provinces and in consultation with interest groups."

During appearances in June before the Commons and Senate committees reviewing Bill C-28, we expressed overall support for the contents, tempered with concern about the extensive discretionary powers left to the government to make regulations and negotiate new financing arrangements with the banks.

We sought and received assurances during the hearings that no creditworthiness criteria would be applied and that the government would consult partners and stakeholders on regulations developed under the new law.

Financial institutions have delayed signing the CSLP contract due to uncertainties related to the 1995 budget and lack of information on the government's plans regarding ICR. It is anticipated that the contract will be finalized in the spring.

In September, AUCC co-sponsored a national ICR symposium organized by the Ontario Ministry of Education and Training and the Council of Ontario Universities. Through membership on the steering committee, AUCC staff contributed to the planning of the conference and also served as participants on two workshop panels. The goal of the symposium was to increase awareness among students, university administrators and government officials of ICR's strengths, weaknesses and potential.

On November 9, secretariat staff attended a meeting of the National Advisory Group on Student Financial Assistance. The meeting had been called by the HRD department to review recent work on a microsimulation model that would allow assessment of the impact of various ICR design features. The model is critical to projecting repayment patterns, debt burdens and forgiveness costs associated with the ICR option in the government's green paper. AUCC had played a catalytic role in pressing HRD to commission this work.

Academic Mobility

AUCC continues to make the case that Canada is well behind most other nations in providing opportunities and support for academic mobility.

In response to the invitation issued during our March membership meeting by Mr Axworthy to come up with advice on social policy issues, including an international academic mobility program, we outlined a Canadian Program for International Academic Mobility (dubbed CAPIAM) in our March 10 letter. A $10 million program, CAPIAM would encompass scholarships for students, travel grants for faculty and apprenticeships, all anchored in institutional links and based on reciprocal relations.

The minister was clearly intrigued with our proposal and asked his officials to follow up with AUCC on a possible pilot project that would incorporate both domestic and international dimensions. We later briefed officials on international student exchange activities already under way. We also noted the existence of the Canadian University Student Exchange Consortium. We subsequently held discussions with CUSEC with a view to entering into an agreement that would enhance cooperation on student exchanges and ensure productive liaison with the Council of Ministers of Education, Canada, which, like the federal government, has called for increased academic mobility and credit transfer. By year's end, a draft agreement was being considered.

Throughout the summer and fall, we continued to correspond with the minister and with key government officials to press the case for an international academic mobility program.

Research Infrastructure

During fall 1993 and spring 1994 AUCC took part in an Industry Canada Steering Committee overseeing a survey into the state of research in Canadian universities. The final report to the department reflected our view that the lack of adequate infrastructure support is a critical problem.

Meanwhile, staff also prepared a discussion paper entitled *Giving Greater Purpose to Federal Investment in University Research*, outlining funding options for university research infrastructure. In June 1994 our board of directors considered the paper's proposals on possible use of EPF funds to cover part of the indirect costs of sponsored research (i.e., infrastructure) including analysis of redistributive effects that might flow from such a change in federal support of university education. The paper was referred for study to the Standing Advisory Committee on University Research and circulated to regional associations and selected experts for comment.

This analysis and feedback informed the AUCC alternative to the social reform green paper proposal and was subsequently summarized in a document called *Strengthening Canada's Research and Knowledge Infrastructure - A Proposal by AUCC*, and submitted to HRD and Industry Canada.

Pre-Budget Consultations – 1995

AUCC prepared a brief and appeared before the Finance committee on November 16 to comment on the federal government's plans for the February 1995 budget. We took the opportunity to reiterate our position on the social reform green paper, as well as to address the potential negative implications for universities of any reductions to the charitable donation tax credit, R&D tax credits or granting council funding.

Our presentation was well received by the chairman of the committee, although there was no mention of our alternative in the subsequent Finance committee report. However, the committee recommended that there be no reductions in budgets for the three granting councils.

SCIENCE AND TECHNOLOGY POLICY REVIEW

AUCC sat as a member of the management committee that oversaw the organization of five regional consultations and a national roundtable for the federal government's review of S&T policy in September and October. In this capacity, we ensured full participation from the university community at these consultations, resulting in strong expressions of support for federal financing of Canada's university research infrastructure and for healthy funding levels for the granting councils.

The AUCC brief to the S&T review - *Building on our strengths: Canada's universities and the renewal of the national system of innovation* - stressed that this country's research strength is in its universities, and that future federal science strategy should build on Canada's comparative advantage in the university sector.

By year's end, science policy seemed to have been overshadowed by other preoccupations on the government agenda, and there were no indications of imminent action.

FOREIGN POLICY REVIEW

After months of consultations and hearings in which AUCC members were deeply involved, the joint Commons-Senate committee reviewing Canada's foreign policy released its report on November 15. The report strongly reflects the views presented by AUCC and individual member institutions in submissions and appearances before the committee.

"There is in fact increasing recognition of the international dimension to the creation and diffusion of knowledge ... In its brief to the committee, the Association of Universities and Colleges of Canada noted that, among its member institutions in 1993, 72 per cent referred to an international role in their mission statements, up from 63 per cent in 1991. Canada's universities and colleges develop the human potential, provide a forum for Canadian knowledge, ideas and values, and create international partnerships and alliances."

-report of the Special Joint Committee of the Senate and House of Commons reviewing Canadian foreign policy, November 1994.

The review process got under way March 15 when the House of Commons debated foreign policy and the joint committee was struck. A week later, AUCC's president and four university presidents took part in the National Forum on International Relations, a new annual forum to permit the Ministers of Defence and Foreign Affairs to hear the views of selected experts and stakeholders. The results of this consultation fed into the policy review when the co-chairs of the forum addressed the joint committee in April.

AUCC encouraged members to participate in regional hearings in May and June, and through our Standing Advisory Committee on International Relations played an active role in developing a university position. The association appeared before the committee on June 15, when we submitted a brief based on member input, *Canadian universities: Partners in Canada's Foreign Policy*. We also sent our brief to the minister, whose response indicated that the international role of higher education would be given due prominence in the committee's report.

During the committee's report writing phase, we kept in close touch with its advisers, successfully urging inclusion of our viewpoint. After the report was tabled, we followed up by writing to MPs and Senators on the joint committee to express AUCC's appreciation for their hard work and general support for their recommendations. Staff also prepared a detailed commentary on the report, in consultation with members, which was widely distributed in government circles.

As 1994 drew to a close, we were preparing to comment on the government's response, expected early in 1995.

FEDERAL PROGRAM REVIEW

Elimination of some programs and serious cutbacks in others are expected to result from the government's program review of all departments and agencies. Throughout the year, we monitored critical developments in this closed and secretive process, such as threats to funding of Canada Scholarships, international academic exchanges, the granting councils and CIDA, intervening on political and official levels at every opportunity to defend the interests of the university community.

"Following extensive consultations with interested parties, we have agreed to proceed on several key areas related to the revision of the Copyright Act. The reform will include ... exceptions for groups such as schools, libraries, archives, museums and individuals with special needs."

-Canadian Heritage Minister Michel Dupuy, December 1994.

COPYRIGHT REFORM

PHASE II REVISIONS

Since 1988, the government has been promising a second set of reforms to copyright legislation to balance the rights of creators with the needs of users. These reforms again did not materialize in 1994.

Nonetheless, we were kept busy throughout the year promoting the interests of universities behind the scenes in anticipation of a draft bill being tabled. With our allies in the education and library sectors, we continued to press Heritage Canada and Industry Canada for early introduction of Phase II amendments that would allow more leeway for universities to copy works for teaching and research purposes.

Our comprehensive brief to the Ministers of Industry and Heritage Canada in August argued that the "fair dealing" provisions in the Copyright Act should be clearly defined and should include single copying for education and teaching purposes, designed to place Canadian scholars and educators on a level playing field with their colleagues outside Canada. We also called for a series of library exceptions.

Also in August, an AUCC delegation met with Heritage Minister Michel Dupuy to once again make our case and underline the negative reaction that could be expected from the university community should Phase II reforms not include educational and library exceptions.

AUCC played a leadership role in a joint user/creator meeting called by Industry Canada in November to try to find common ground on the issue of exceptions.

Our persistent lobbying in partnership with other educational and library users finally seemed to bear fruit when Mr Dupuy held a press conference in Toronto in December. In addition to announcing tough measures to be applied to split runs of American publications, the minister also stated the government's intention to include some specific exceptions for educational, library and archival use in Phase II. AUCC, as the only non-creator group invited to the announcement, welcomed the minister's pledge but continues to press for details on the nature and breadth of the exceptions.

To draw further attention to copyright issues and to help keep copyright reform on the front burner, we co-sponsored a symposium in Ottawa in October with the Canadian Intellectual Property Institute under the title "Copyright in transition: Enforcement, fair dealing and digital developments." AUCC staff sat on the advisory board that developed the agenda and ensured the attendance of the Heritage Minister, who spoke at the conference.

Criminal provisions of the Copyright Act. Enforcement issues remain a concern in the copyright file. For this reason, we joined with the reprography collective CANCOPY to write to the Justice Minister on May 26 calling for immediate legislative action to protect any person acting under a reprography licence from prosecution under criminal provisions of the Copyright Act.

COPYRIGHT OBLIGATIONS UNDER GATT

Legislation being drafted to implement Canada's international obligations under the Uruguay Round of GATT talks (Bill C-57, which fulfils our obligations under the TRIPS agreement, the Agreement on Trade-Related Aspects of Intellectual Property Rights) includes a performer's right provision which could affect the audio recording or broadcast of university lectures. In effect, it would mean that university professors could prohibit the taping of their lectures.

In November, AUCC prepared a submission to the House of Commons Standing Committee on Foreign Affairs and International Trade, urging the government to take advantage of exceptions permitted by the 1961 Rome Convention by amending the Copyright Act to ensure that taping a performance or making a copy of such a tape for the purposes of private use, teaching and research would be permissible.

OTHER ADVOCACY INITIATIVES

Federal consultations on the 1994 budget. A number of university presidents took part in the four economic consultations organized by the federal government across the country in advance of the February 22, 1994 federal budget. AUCC's president participated in the Montreal consultation, where AUCC distributed a media backgrounder on issues affecting higher education.

Following an established tradition, AUCC's president was also on Parliament Hill on budget night 1994 to offer reactions to the media on behalf of the university community.

Goods and Services Tax rebate. The current review of the GST could spell trouble for the 67 per cent university rebate that we negotiated with the Department of Finance in 1990 in cooperation with the Canadian Association of University Business Officers. Universities save an estimated $130 million annually as a result of the rebate.

We convened a meeting with partners in the "MUSH" sector (organizations representing municipalities, school boards, hospitals and community colleges), and sent a joint letter to the Commons Finance Committee insisting that any modification of the GST should not cost member institutions more than current arrangements.

later in the year, again with other MUSH sector organizations, we met Finance officials to reiterate our bottom line that introduction of a value-added tax or other changes to the GST must be revenue-neutral for our members.

As the year ended, the Finance department was continuing to provide assurances that they and the provincial governments were sensitive to the arguments of the MUSH sector.

Import of textbooks. In early 1994, textbooks ordered by Trent University for use in a cultural studies course were stopped at the border by Canada Customs. The university succeeded in having the shipment released, but asked us to take up the larger issue. Accordingly, we wrote to the Revenue Minister to protest the wide discretion given to customs officers to halt shipments of books, including textbooks.

Canada Business Corporations Act. We intervened to express support for the revised legislation, which was passed by Parliament and assented to in 1994. In future under this act, any institution applying for incorporation with degree-granting powers will first have to obtain provincial authority to grant degrees. This complements the ministerial arrangement in place for many years under which AUCC is consulted when not-for-profit organizations seek letters patent with degree-granting powers under part two of the Canada Business Corporations Act.

Ontario Medical Association agreement. AUCC continues to be concerned about a 1993 agreement between the Ontario government and the Ontario Medical Association, which imposes restrictions on fee-for-service providers by denying payment of any account submitted under the Ontario health insurance plan by a physician who was not trained in Ontario. The restriction could have serious and far-reaching adverse effects on student and physician mobility, the ability of universities to teach and conduct research in various specialty areas and the ability of medical schools to attract excellent clinical faculty. AUCC's board authorized using a variety of approaches to solve the problem, including advocacy and legal action if necessary. The association has retained legal counsel to gather evidence for a constitutional challenge to the agreement, with a view to commencing legal action in the spring of 1995.

Centres of Excellence. In an open letter to the Minister of Industry on March 28, we commented on the second phase of grants for the Networks of Centres of Excellence, stressing the importance of the peer review process and the need for transition funding for centres being phased out.

The minister's response reflected AUCC's concerns, promising short-term funding for networks with grants expiring before August 31, and stating that new applications would be subject to the same evaluation as renewals. Thus, concerted action by all AUCC members safeguarded the integrity of the NCE selection process.

NSERC strategic plan. Hard choices go hand in hand with tight money. To help the Natural Sciences and Engineering Research Council implement its new five-year strategy, we submitted a brief containing a set of guiding principles to assist the council to steer a course between conflicting pressures. In particular, the AUCC brief urged NSERC to commit to implementing its strategy only if additional resources are made available.

Taxation of CIDA scholars. We supported CIDA in convincing Revenue Canada to delay regulatory changes that would have made CIDA scholars receiving awards after July 1993 responsible for remitting their own income tax. In addition to the implications for CIDA scholars and trainees, this represented a potential administrative nightmare for our members.

The effective date was delayed until at least January 1995. The issue of regulatory policy after that date still has not been resolved.

CIDA open bidding. Changes to procurement practices in CIDA's bilateral branches were of great concern to AUCC since close to 75 per cent of activities carried out by our members with CIDA funding falls within the bilateral framework.

In September, CIDA launched an open bidding system for private sector companies on bilateral contracts over $100,000. Under the new system, universities, colleges and NGOs are ineligible to bid for these contracts, but CIDA has indicated it wants to further explore the issue of open competition between the private and not-for-profit sectors.

To prepare for this, we formed an AUCC working group to assess the impact of the new open bidding system on universities' work in development and to examine possible alternatives. After meetings with other stakeholders and CIDA, the working group produced a report which discussed the potential benefits and shortcomings of various options for CIDA procurement.

The report was circulated to all international liaison officers at universities across the country; their feedback will help clarify AUCC's advocacy position on this question in coming months.

Labor force development. Greater opportunities for university involvement in labor force development may result from proposed changes to federal funding of worker training programs. Our chairmanship of NEOC (the National Education Organizations Committee, a reference group to the Canadian Labour Force Development Board) allowed us to track developments in this area closely, to push for university representation on sector councils and to ensure universities a strong place at the table when training issues are discussed.

The AUCC-appointed chair of NEOC made a presentation in December to the Commons Human Resources Development Committee in Sydney, N.S., on the important role of universities in labor force development.

Gun control. AUCC's president accompanied the Concordia University delegation to Parliament Hill on March 24 when the university's 200,000-signature petition to ban handguns was tabled in the House of Commons. AUCC also participated when a small delegation led by Concordia representatives met the Justice Minister on April 25 to encourage him to proceed with legislation to ban handguns and enforce stricter controls on firearms.

The association continued to support the work of the Coalition for Gun Control and to this end sent an open letter to Justice Minister Allan Rock on November 30 expressing our support for his efforts in tightening Canada's gun control laws.

Lobbyists Registration Act. Proposed "per undertaking" reporting requirements could place an enormous administrative burden on AUCC and eat up resources better spent on serving our members. In a consultation meeting and subsequent letter to the government, we voiced our deep concern about the implications of such a change and expressed our willingness to work with officials to find a solution.

Opening lines of communication

Well-informed and well-disposed contacts are the foundation of our advocacy work.

• To cultivate good relations at the political level, we distributed background information on AUCC priority issues in January 1994 to all MPs in the new Parliament. We also sent letters of congratulations, most outlining substantive policy issues of concern to Canadian universities, to newly appointed ministers and secretaries of state with related responsibilities.

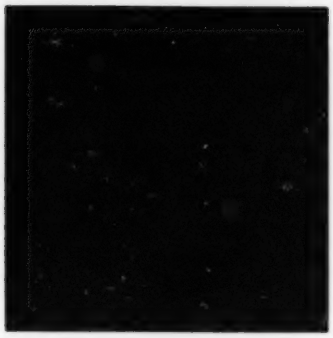
• At the officials level, we have access to key senior federal decision makers. We have an excellent reputation in Ottawa, based on credibility and expertise. On many occasions in 1994, departments and agencies turned to us for our analysis or asked us to verify their take on a situation.

• Our media relations efforts support AUCC's advocacy role and help to develop a public understanding of AUCC positions and the role of universities in our society. In 1994 we fielded more than 260 media inquiries, with questions focusing largely on issues such as the impact of social policy reform on Canada's universities, income contingent repayment student loans, tuition fee increases, university cutbacks, student enrolment, and integrity in university research. As well, journalists were interested in AUCC's role in the *Saturday Night University Planner* and *Maclean's* annual ranking of universities.

• Strategic alliances with organizations who share our position on particular issues are essential to reinforce our efforts. In 1994, for instance, we signed an international cooperation understanding with the Association of Canadian Community Colleges. Other examples are the united front presented by the MUSH sector on the GST, our educational and library partners on copyright issues and the networking we do with other members of the National Advisory Group on Student Financial Assistance.

We made every effort to keep lines of communication open with the Canadian Federation of Students, despite our public disagreements over income contingent repayment loans, and also reached out to other student organizations in an effort to find common ground.

MEMBERSHIP MEETINGS



Two general meetings brought the membership together in 1994. Our March meeting in Ottawa, focusing on federal policy, proved an ideal opportunity for advocacy and representation by the association and by individual universities. Contacts were so productive that Ottawa will become the permanent venue for our spring meeting. Speakers included the Prime Minister, three Cabinet ministers and the Leader of the Opposition.

The October meeting, held in Montreal, was marked by a wide ranging discussion of issues related to science and technology policy and university research.

Both meetings were timely. The March meeting became the springboard for an AUCC position on academic mobility, while the October meeting focused attention on the federal government's just released social policy reform proposals.

In addition, three meetings of our board of directors were held in March and October, along with a special meeting in June to discuss priority issues.

Also in October, we held our biennial conference on universities and international cooperation which brought together some 200 participants in Saskatoon. AUCC's annual meeting with international liaison officers from member universities took place the next day, in the form of a consultation with CIDA. At CIDA's suggestion, this will become an annual event hosted by AUCC, providing a formal university-CIDA consultation mechanism for the first time.

COMMUNICATING WITH MEMBERS

Information overload is no stranger to academia. We try to make life easier for members through specifically tailored communications such as:

The President's letter to executive heads of member institutions, sharing insights on high priority issues and developments affecting the university community (nine letters in 1994). The letter is often circulated by executive heads to their senior staff, and we receive phone calls on a number of issues throughout the year requesting further information.

University Affairs, with a circulation of about 31,000, is devoted to higher education and fully funded from advertising and subscription revenues (10 issues in 1994). In the spring of 1994, *UA* conducted a readership survey, and gained a response rate of 35 per cent, much higher than average survey response rates. The results of the survey allowed *UA* to improve coverage to suit reader needs and are also intended to boost advertising sales efforts. ***University Affairs*** continued to cut costs throughout the year, benefitting from a special one-time postal rebate and a move to federal government-subsidized postal rates until February 1996, which will net a total of $70,000 in savings.

University Affairs
1994 readership survey

- **89% of administrators and 85% of faculty who responded said *University Affairs* is a primary source of information about Canadian higher education**
- **85% of administrators and 73% of faculty say they read most issues of *UA***
- **67% of administrators and 59% of faculty say *UA* helps to create a sense of community among Canadian universities**
- **95% of administrators and 86% of faculty say *UA* is of interest and useful to them in their profession**

Letter to Directors of Communications, sharing information on public relations and public policy issues affecting the university community (five letters in 1994).

1994 federal budget analysis. To highlight the impact of the budget on universities, a staff analysis went out to members on February 24, 1994, covering such items as changes in EPF and granting council funding; cancellation of the nuclear particle accelerator project (KAON) in B.C.; and cuts to official development assistance.

BEST COPY AVAILABLE

Letter to International Liaison Officers reporting on international policy-related issues, AUCC's international activities and opportunities of interest to members (six letters in 1994). New in 1994: an Internet conference group or listserver for information exchange between AUCC and the ILO network.

The Universities Telephone Directory, a special aid to keeping in touch, listing telephone numbers and e-mail addresses for administrators and faculty at Canadian universities and colleges. (Sales of the 1994-95 edition released in October have been brisk.)

UniWorld, a magazine focusing on Canadian universities and the world of development published with the support of CIDA and IDRC (three issues in 1994).

Faculty bargaining service

One of the ways we serve our members is by acting as a central bank for specialized and timely information on university management practices. We continue to provide information and advice to members on issues such as collective agreement provisions and university policies. We are guided by our faculty bargaining advisory committee, which met in early February.

In February, we also distributed results of our survey on the remuneration of university professors in 1993 to all faculty bargaining contacts. Later in the year, we introduced a database version of summaries of grievance arbitration cases at Canadian universities through an arrangement with the Canadian Association of University Solicitors. That database was updated in October.

In the fall, we designed a case summary report form for AUCC faculty bargaining contacts, aimed at facilitating information sharing on grievance arbitration and other tribunal decisions. We also prepared a paper setting out model clauses for financial exigency and redundancy provisions at member institutions. We continue to update and augment our database of university collective agreements and faculty handbooks.

In addition, our special adviser on faculty bargaining responded to 11 requests in 1994 for substantive advice on university policy issues and undertook a number of special projects. AUCC staff also answered about 20 requests for information on university policies on issues such as sexual harassment, early retirement and faculty evaluation.

Building consensus on emerging issues

Debate and discussion help the university community to define positions on emerging issues. Through conferences and other avenues we assist members in shaping and accommodating change and help build consensus on emerging issues. Among the topics of concern in 1994:

Academic freedom. We drafted a statement on the rights and responsibilities of members of the university in contemporary society with the assistance of a broad-based advisory committee. Divergence of opinions in the community showed the need for further debate. By year's end, consideration was being given to holding the October 1995 membership meeting on issues surrounding academic freedom.

Research integrity. In November, we joined with the three granting councils to sponsor a conference on one of the hot topics of the year, integrity in research. Dozens of recommendations to the universities and the granting councils resulted from this invitational conference attended by some 150 representatives of the university community. Many of the conference recommendations focused on the need for enhanced education on ethical issues on campus.

Internationalization statement. The Standing Advisory Committee on International Relations and the International Relations and Programs Committee worked to build consensus on a draft statement on internationalization of Canadian universities. The draft was completed at the end of 1994 and was to go forward to the AUCC board of directors in March 1995.

Acting on our members' behalf

These are challenging times for Canada's universities. We are well positioned to identify shared problems and help develop approaches that can benefit all members.

CANCOPY licence. Months of intense negotiation produced a model blanket agreement with CANCOPY, the reprography collective representing authors and publishers, which will greatly simplify the process of obtaining copyright clearances in universities outside Quebec. We were successful in striking an agreement that excludes "fair dealing" of a work and allows each university to continue to define fair dealing in its own

terms. Universities that sign an institutional licence agreement based on the model pay CANCOPY for material sold to students on campus at a per-page rate and also pay a per-head tariff to cover personal and other duplicating of copyright material. The first institutional licences were signed in May and by year's end all universities had either signed or were in the process of negotiating. As a service to members, we produced an electronic version of a brochure and poster on copyright, fair dealing and collective licensing, in cooperation with the Canadian Association of Research Libraries.

Performance indicators. Following up on our symposium on performance indicators in late 1993, we published workshop summaries and papers from the symposium in May. These proceedings were distributed to the university community and selected government representatives. About 300 copies – half the print run – were also sold to interested individuals and libraries throughout North America, advancing discussion and understanding of this important issue.

AUCC's advisory group on performance indicators also met in May to consider ways to disseminate information about best practices in the use of performance indicators.

Following the advisory group meeting, we commissioned a primer on performance indicators in the university sector; a short overview of the literature on class size was also commissioned. Both pieces will be published as the first in a series of *Research Files* to be launched in 1995.

We also initiated work on a set of descriptors of the Canadian university system based on a model developed by the Quebec government and the Conference of Rectors and Principals of Quebec Universities, and developed plans for a listserver to encourage the exchange of ideas and information among university administrators working in the field of performance indicators.

Differential fees for international students. Early in 1994 we commissioned an overview of policies across the country on differential tuition fees and other issues affecting international students. A more detailed survey of member practices followed. The results of these studies will help members make representations to the provinces and plan strategies to attract foreign students and the financial resources to educate them.

National Graduate Survey. AUCC was invited to participate in a major review of the National Graduate Survey, conducted by Statistics Canada in 1994 at the request of Human Resources Development Canada. Based on consultation with member institutions, we proposed changes to the survey design and methodology.

Provincial reviews. AUCC commissioned a report analyzing recent provincial reviews of universities for distribution to executive heads across the country.

Representing our members at home and abroad

In 1994, we participated in a variety of missions, conferences, discussions and consultations to raise the profile of Canadian higher education and promote new opportunities abroad for our universities.

National consultation on education. AUCC's president and senior adviser and three board members attended the first national consultation on education organized by the Council of Ministers of Education, Canada, in Montreal in May. Four main themes were featured: goals and outcomes; removing barriers to accessibility, equity and mobility; links between education and the world of work; and accountability. We served on the planning committee, working to ensure that higher education issues received appropriate attention.

Making links

AUCC is a key participant in about 30 organizations. For example, we are active in groups such as the Public Policy Forum, the Conference Board of Canada, the National Education Organizations Committee, and the Canadian Commission for UNESCO's education sub-committee. Memberships in such organizations help us influence decision-making, build strategic alliances and share information. In addition, AUCC's 31 associate members provide for strong links with a range of groups within the broader university community.

Delegation to China. AUCC's president visited China as part of an official state visit by the Governor General in late April and early May. In Beijing, he met with the State Education Commission responsible for international cooperation and university research to continue the review of China-Canada academic cooperation launched in fall 1993 at the gathering of Canadian and Chinese university presidents organized by AUCC at Kananaskis in 1993.

The Kananaskis meeting also led to an AUCC submission to CIDA in May entitled *Canadian Universities and China: A policy of cooperation*, recommending a set of principles to guide future CIDA-funded Canadian university cooperation with China.

Mission to Chile and Uruguay. At the invitation of IDRC's Latin America office, AUCC led a three-person Canadian delegation to Uruguay and Chile in September to investigate opportunities for collaboration with Latin American universities. Following the visit, we submitted a proposal to IDRC for a funded pilot project of academic exchanges involving faculty and students.

Trilateral cooperation in higher education. AUCC attended a meeting of the task force on Canada-U.S.-Mexico cooperation in higher education in Oaxaca, Mexico in January. Each country subsequently established a number of working groups to develop action plans for particular components. AUCC's president and vice-president for international relations and programs chair two of the nine Canadian working groups, on student mobility and electronic information exchange.

Marketing Canadian universities in Mexico, Argentina and Chile. We coordinated a study funded by Foreign Affairs and International Trade Canada on the promotion of Canadian universities in Mexico, Argentina and Chile. The final report, submitted in December, identified common areas of interest among universities in the four countries and made recommendations for increasing the Latin American visibility of Canadian universities.

Canadian education and the Asia-Pacific region. In March, we joined some 50 representatives of government, NGOs and universities at a Foreign Affairs-sponsored conference in Vancouver to discuss marketing Canadian education in the Asia Pacific region. The Asia Pacific Foundation presented a plan to open a number of Education Canada centres in the region. We offered our support for this initiative with the proviso that universities be consulted on the implementation.

New AUCC members in 1994

• The following institutions were accepted as full members: British Columbia Open University, Télé-université and the Institut national de la recherche scientifique (both components of Université du Québec), Nipissing University, and the Saskatchewan Indian Federated College. (Both SIFC and BC Open University had previously been provisional members.

• two new associate members were accepted: the Canadian Association of Small University Libraries and the Association of Canadian Occupational Therapy University Programs.

• our membership by-laws were revised to strengthen the emphasis on academic excellence. In addition, the category of provisional member was discontinued.

University mobility in Asia Pacific. AUCC also represented Canada at a conference on Asia-Pacific academic mobility in Osaka, Japan, in December. In line with our advocacy for a federally funded international academic mobility program, we were able to report back to interested federal departments and our members about this relatively new international program.

Speaking on higher education issues. AUCC secretariat staff were invited to speak at numerous conferences throughout the year to advance the cause of higher education.

Among the venues: meetings of the Canadian Learning Consortium and the Association canadienne-française pour l'avancement des sciences, a conference on the globalization of higher education and the professions, a session on the evolution of cooperation in education and training in North America, a look at job prospects for PhD graduates at the Neuroscience network meeting, and a talk on social policy reform to the friends of *Cité Libre* in Montreal.

CONTRACT MANAGEMENT

Our management of Canadian and international awards, exchanges and institutional linkage programs channels vital dollars to Canadian higher education - and the administration fees we earn contribute to revenues which are used to serve member needs. The contracts we administer are all consistent with AUCC's overall mission, serving to foster the interests of Canada's higher education community.

In 1994 we provided customized management of some 150 programs valued at about $28.1 million in educational funds, benefitting about 13,000 highly qualified students. Our list of sponsoring organizations includes CIDA, Industry Canada, Foreign Affairs and International Trade Canada, IDRC, charitable foundations and businesses.

There is no doubt, though, that the climate for such customized management has become more competitive. Not all negotiations are successful. Despite our best efforts, we lost a bid on a major contract to administer a group of scholarship plans including the Commonwealth Scholarships.

CANADIAN SCHOLARSHIPS AND AWARDS

During the past year, we administered more than 130 scholarship programs sponsored by a wide variety of private and public sector organizations. On their behalf, we distributed more than $3.5 million to 3,800 Canadians attending universities and colleges across the country.

Agreements were signed covering 12 new private sector programs, including two sponsored by NovaCorp:

- short-term awards to help employees who have lost their jobs retrain and develop new skills; and
- an education leave program for employees who have lost their jobs and wish to study for a degree.

Among new public sector programs were:

- a Public Service Commission scholarship program to train Natives, visible minorities and the disabled to work as industrial psychologists; and
- a one-time essay competition for undergraduates co-sponsored by Industry Canada and IBM on the theme of the electronic highway and its impact on the economy.

By far the largest Canadian program we manage is the Canada Scholarship Program, which had 10,000 science and engineering undergraduate beneficiaries in 1994. But at year's end, it appeared the program was threatened by federal government budget cuts.

INTERNATIONAL LINKS BETWEEN UNIVERSITIES

University Partnerships in Cooperation and Development. A five-year agreement worth $30 million was signed with CIDA in July 1994 after many months of negotiation covering Tier 2 of CIDA's new University Partnerships in Cooperation and Development (UPCD Tier 2).

"It is very rewarding for me to have my accomplishments acknowledged with this very prestigious award."

-recipient of a 1994-95 Special Corporate Award for Canada Scholars

The funding and management agreement will enable us to support a total of 50 to 60 university linkage projects contributing to human resource development in developing countries.

The first round of applications resulted in 69 proposals. The independent selection committee's recommendations were forwarded to CIDA in October; a government announcement was pending as the year ended.

China-Canada Linkages. Under the Canada-China University Linkage Program, CIDA's largest human resource development initiative in China, we administer the full complement of 31 projects linking Canadian and Chinese institutions. The program was extended to December 31, 1995 to allow a few linkages to conclude activities. We are discussing a possible second phase of the program with CIDA.

EASTERN AND CENTRAL EUROPE

The past year saw a consolidation and expansion of international cooperation programs we manage in Eastern and Central Europe.

Among these are three funded by the Department of Foreign Affairs to support economic and democratic reform in the area:

The Professional Partnerships Program. In 1994, we awarded 250 travel grants to university faculty, researchers and professionals for technical assistance visits to countries in the former Soviet Union and Central and Eastern Europe, and for professionals and academics from those countries to visit Canada. The program was extended in 1994 for three years, with funding of $1.5 million.

Research and Training for Reform Program. In the first year of this program, we arranged short placements of one to four months in Canada for 76 academics and professionals from the former Soviet Union for research or training projects to support the reform process in key sectors in their countries.

Reform through Knowledge. We designed and will be administering a new technical assistance project for Ukraine, under which Canadian specialists will spend a few months in Ukraine to help in the reform of Ukrainian higher education.

INTERNATIONAL SCHOLARSHIPS

We administer a number of small-scale international scholarship and exchange programs - such as the Taiwan-Canada Scholarship program which sent 10 Canadian students to Taiwan universities in 1994 with funding provided by the Asia Pacific Foundation and the Taipei Economic and Cultural Office, Canada. Renewals of this and three other contracts which expire March 31, 1995, were under negotiation at year end.

The secretariat

AUCC's secretariat numbers about 95 staff, who work together to advance the interests of Canada's university community and offer a range of services to member institutions.

In the fiscal year ending March 1994, AUCC revenues totalled $7.1 million, with membership fees accounting for about 43.2 per cent and funds from contract management another 42 per cent. Revenue from publication sales and advertising made up 8.7 per cent of AUCC revenues, with investment income at 3.3 per cent and another 2.8 per cent of miscellaneous revenue.

Late in 1993, AUCC's secretariat moved into new quarters in downtown Ottawa. The March membership meeting allowed the secretariat to host an open house for executive heads and other guests. The new offices serve to make staff more effective and efficient by encouraging team work.

Also facilitating the work of the secretariat are the Senior Management Committee and the Operations Committee, both of which encourage cross-divisional communication and management. In addition, a staff strategic planning retreat was held in the early fall in 1994, aimed at ensuring that secretariat staff continue to successfully serve member needs.

This year also saw the creation of a new international relations and programs vice-presidency, formed through the merger of the former international and awards divisions and also intended to increase efficiency in the secretariat's working arrangements.

COMMUNITY SERVICE

In the absence of a federal department of education, we serve as a national point of contact on higher education in Canada.

ANSWERING INQUIRIES

Where can I study in Canada? What scholarships can I apply for? These are the questions asked most often in the more than 8,000 letters and phone calls from the general public we answered in 1994.

Canada's universities: Notes for students was revised to be applicable to Canadian and foreign students. We sent out 9,000 copies during the year, and the Department of Foreign Affairs distributed 14,000 copies to Canadian posts around the world.

Directory of Canadian Universities, a biennial reference publication listing all programs at member institutions, has sold 4,000 copies, primarily to guidance counsellors and libraries, since the current issue was published in 1993. Some 900 complimentary copies were distributed to the university community. The DCU is also sent to all diplomatic missions abroad by the Department of Foreign Affairs. A user survey conducted in 1994 will help us reposition the directory's next edition.

International and Canadian Programs, a complete listing of scholarship and faculty exchange programs administered by AUCC, was produced for the first time in 1994. So far, about 1150 copies have been sent in response to requests for information.

Saturday Night Publishing Ltd. came forward with a proposal that provided an excellent opportunity to communicate information on Canadian universities to a broad public. A 68-page "University Planner" in *Saturday Night's* September 1994 issue, produced with our assistance, contained three feature articles and listings drawn from the *Directory of Canadian Universities*. We directly distributed an additional 15,000 copies to universities, high school students and guidance counsellors. Response from students and counsellors to the planner was largely positive, with demand for copies far exceeding our supply.

Participation in *Maclean's*. Despite some improvements by *Maclean's* magazine in making its university rankings more transparent, AUCC continued to be concerned about the methodology of the composite ranking. Following considerable discussion, both among the membership and with *Maclean's*, the AUCC board decided to recommend to member institutions not to participate in the 1994 survey. In the end, some 13 members, including all of the francophone universities in Quebec, chose not to take part.

We answer about 150 letters and phone calls a week from the general public, looking for information about Canadian universities.

GETTING ON THE INFORMATION HIGHWAY

Universities have been at the heart of development of electronic communications worldwide.

Technology workshop. In February, we hosted an open workshop in Ottawa featuring a roster of experts who explored the implications for research and higher education and discussed practical applications such as FreeNets and SchoolNet.

SchoolNet links. We are working closely with SchoolNet, which links more than 4,500 Canadian schools. With our assistance and that of ACCC, SchoolNet developed an on-line collection of postsecondary calendars.

TRACE database. Listings of programs, services and facilities at our member institutions are also available on the international higher education database TRACE as of 1994. We supplied TRACE with the data, drawing on the *Directory of Canadian Universities*.

International databases. Our CUE and CUPID databases on international exchange agreements and international development projects at Canadian universities are useful tools for all those interested in international cooperation and development. In 1994, we responded to an average of 10 requests a week for information, originating from Canadian and foreign universities, governments, embassies, and private consultants. CUE and CUPID were updated in summer 1994, based on information supplied by member institutions.

AUCC BOARD OF DIRECTORS 1994-95

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COMMITTEES AND ADVISORY GROUPS

AUCC is well-guided by numerous university executive heads and other members of the university community.

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** Until June 1994* *** Effective June 1994*

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**Resigned September 1994*
***Effective December 1994*

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**retired*

BRIEFS AND APPEARANCES

In 1994, AUCC submitted the following briefs to committees of the Senate or House of Commons, and made appearances at committee hearings or consultations. In addition, we wrote 33 letters to ministers on substantive policy issues.

BRIEFS

Notes for a presentation to the House of Commons Standing Committee on Human Resources Development regarding the Reform of the Social Security System, March 7, 1994.

Submission to the Hon. Lloyd Axworthy, Minister of Human Resources Development on the Social Security Review, March 10, 1994 (letter).

Submission to Jim Peterson, MP, Chair of the House of Commons Standing Committee on Finance, regarding the GST, April 15, 1994 (joint letter signed by the Association of Universities and Colleges of Canada, the Association of Canadian Community Colleges, the Canadian Hospital Association, the Canadian School Boards Association and the Federation of Canadian Municipalities).

Implementing NSERC's five-year strategy Partnership in Knowledge, A submission to the Natural Sciences and Engineering Research Council by the Association of Universities and Colleges of Canada, April 1994.

Canadian Universities: Partners in Canadian Foreign Policy, submitted to the Special Joint Committee Reviewing Canadian Foreign Policy, May 25, 1994.

Submission to the Hon. Allan Rock, Minister of Justice, regarding Section 42 of the Copyright Act, May 26, 1994 (joint letter signed by AUCC and CANCOPY).

Notes for a presentation to the House of Commons Standing Committee on Human Resources Development regarding Bill C-28 - An Act respecting the making of loans and the provision of other forms of financial assistance to students, to amend and provide for the repeal of the Canada Student Loans Act, and to amend one other Act in consequence thereof, June 9, 1994.

Notes for a presentation to the Senate Standing Committee on National Finance regarding Bill C-28, June 22, 1994.

Submission to the Hon. Michel Dupuy, Minister of Canadian Heritage, and the Hon. John Manley, Minister of Industry, regarding Phase II Copyright Reform, August 23, 1994.

Building on Our Strengths: Canada's Universities and the Renewal of the National System of Innovation, A brief submitted to the Secretariat for the Science and Technology Review, Industry Canada, September 1994.

Strengthening Canada's Research and Knowledge Infrastructure. A Proposal by the AUCC, October 31, 1994 (submitted to various ministers).

Notes for a presentation to the House of Commons Standing Committee on Human Resources Development regarding the federal government's discussion paper entitled *Improving Social Security in Canada*, November 1, 1994.

Notes for a presentation to the House of Commons Standing Committee on Finance in the course of the committee's pre-budget hearings, November 16, 1994.

Submission to the House of Commons Standing Committee on Foreign Affairs and International Trade regarding Bill C-57 - An Act to implement the agreement establishing the World Trade Organization, November 16, 1994.

Submission to the Hon. Paul Martin, Minister of Finance, regarding input to the 1995 budget preparations, December 7, 1994 (letter).

APPEARANCES BEFORE PARLIAMENTARY COMMITTEES

House of Commons Standing Committee on Human Resources Development, regarding the Reform of the Social Security System, March 7, 1994
(Delegation: Claude Hamel, president, Université du Québec; Jacquelyn Thayer Scott, president, University College of Cape Breton and the AUCC representative on the National Education Organizations Committee of the Canadian Labour Force Development Board; Claude Lajeunesse, president, AUCC).

Special Joint Parliamentary Committee Reviewing Canadian Foreign Policy, May 25, 1994.
(Delegation: Claude Hamel, president, Université du Québec; David Smith, principal, Queen's University; Claude Lajeunesse, president, AUCC; Eva Egron-Polak, vice-president, international relations and programs, AUCC).

Standing Committee on Human Resources Development, regarding Bill C-28 - An Act respecting the making of loans and the provision of other forms of financial assistance to students, to amend and provide for the repeal of the Canada Student Loans Act, and to amend one other Act in consequence thereof, June 9, 1994.
(Delegation: J. Robert S. Prichard, president, University of Toronto; Claude Lajeunesse, president, AUCC; Robert Best, director of government relations and public affairs, AUCC).

Senate Standing Committee on National Finance, regarding Bill C-28, June 22, 1994.
(Delegation: Claude Lajeunesse, president, AUCC; Robert Best, director of government relations and public affairs, AUCC).

House of Commons Standing Committee on Human Resources Development, regarding the federal government's discussion paper entitled *Improving Social Security in Canada*, November 1, 1994.
(Delegation: Claude Lajeunesse, president, AUCC; Robert Best, director of government relations and public affairs, AUCC).

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